Director of Command, Control, Communications and Computer (C4) Systems (J-6)

The Joint Staff

J-6 Strategic Communications Plan

February 2007

MESSAGE FROM THE DIRECTOR

I welcome this Strategic Communications Plan as a key tool in our ability to develop, cultivate and communicate our key messages.

In a time defined by volatility, uncertainty and ambiguity, a clear and compelling message is absolutely necessary. I realize that there are no simple answers to the myriad of complex problems we face; therefore, we should seek means to offer a way of thinking about the challenges before us so we can better understand our role in solving those issues. Telling the story provides us with a means of sharing our perspectives with other communities of interest. If we open the aperture of our focus through dialogue and understanding, we will achieve great things for the joint community, our allies, coalition partners and our nation.

As the Joint Community Warfighter Chief Information Officer, I am dedicated to leading and providing a forum for discussion, examination, and resolution of critical C4 issues. Delivery of Joint Net-Centric Operations Capabilities to the warfighters is our priority and should serve as our means of contributing to the Chairman's priorities of accelerating transformation and strengthening joint warfighting.

I encourage all J-6 Personnel to read, understand and advocate for this plan. In the final analysis, we owe it to those serving in harm's way to provide the best C4 warfighting capabilities. In order to do this we must, "do the deed and concisely portray our purpose."

NANCY E. BROWN
Vice Admiral, USN
Director for C4 Systems (J-6)

BACKGROUND

This plan sets the foundation for the Directorates communication and outreach initiatives to ensure key messages and plans are promulgated, commonly understood and easily identified by interested parties. As a result of actions identified in this plan, there should be a greater focus on J-6 led initiatives by the joint community and increased effectiveness throughout our organization that will aid us in delivering capabilities to the warfighters.

Effective communication is critical to the success of our organization. Together, we excel at taking action, but there is always room to improve how we communicate the viability of those actions to various audiences. Therefore, this Strategic Communications Plan will help us organize our communications efforts with a written blueprint for actions and activities: the what, how, when, where, and to whom we should be communicating. Properly employed, our strategic communications planning will take the J-6's public image into account in all aspects of our business and will ensure our focus and messages remain in line with the Chairman's priorities. It is no longer enough to simply "do the job." Communicating the nuances about the job and the role we play in making it happen is just as critical.

Our challenge is to provide timely and important information in a succinct and easily understood manner. It is critical that we ensure the right message is disseminated and understood. That is the underlying purpose of this document.

> *"Your directorate's in-depth studies and analyses of issues enable me to*
> *provide sound military advice to our Nation's leaders,"*
> *Peter Pace, General, United States Marine Corps*
> *Chairman of the Joint Chiefs of Staff*

OPPORTUNITY STATEMENT

Opportunities to provide timely and important information on the benefits of net-centric capabilities to the warfighters are being squandered due to uncoordinated and unfocused messages, resulting in confusion and ineffective decision-making. This void decreases the viability of the J-6 vision, diminishes our ability to influence credible change and directly impacts J-6 support of the Chairman's Priorities:

- Win the War on Terrorism
- Accelerate Transformation
- Strengthen Joint Warfighting
- Improving the Quality of Life of our Service Members and our Families.

In order for the J-6 to provide the best possible communications advice to the Chairman, it's communication strategy must support the Chairman's overall strategy and be informed by the broader joint community and U.S. government strategic communications efforts. The J-6 efforts will be:

- Director driven
- Proactive vice reactive in design
- Match the words with the deeds (In other words, we must demonstrate the ability to rapidly provide net-centric capabilities to the warfighters. We must move from the theoretical to the delivery of incremental capability to meet requirements today and in the future.)

Therefore, J-6 communications out-reach must be clear, concise, coordinated and focused messages on how J-6 actions enable the Chairman's priorities. Our messages must demonstrate the J-6 resolve to serve the warfighter and focus net-centric operations capability development to that end. The Directorate will use the messages as a forcing mechanism to synchronize all capability efforts across the joint community.

All members of the J-6 staff and the joint community at large must be the action agents in developing, proposing, articulating, and disseminating J-6 initiatives. Every stakeholder in moving the Joint Net-Centric Operations Vision forward should carry the banner and ensure all audiences understand the overall direction.

COMMUNICATIONS STRATEGY

The J-6 communications strategy focuses on the development of key messages and strategies necessary to increase awareness and execution of the Director's initiatives, mission and priorities.

Over the next few months, the underlying intention is to increase audience awareness (both internal and external) of the J-6 priorities and focus areas. The result of this awareness shall be the recognition from key audiences that the J-6 is effectively removing administrative and bureaucratic barriers resulting in resolution of important net-centric issues.

The communication strategy complements the Joint Net-Centric Environment (NCE) Joint Functional Concept (JFC), the Net-Centric Operational Environment (NCOE) Joint Integrating Concept (JIC), the *Joint Net-Centric Operations (JNO) Campaign Plan* and the functions of *Joint Community Warfighter (JCW) Chief Information Officer (CIO),* spelled out in CJCSI 8010.01B. These documents lay the foundation and provide the Joint Community with an overarching strategy to achieve the Joint Net-Centric Operations vision and clarify a unified strategy to better integrate and synchronize joint community transformation efforts and maximize joint warfighting capabilities.

The recently published *Joint Net-Centric Operations Campaign Plan,* an adaptive document, serves as the agent to focus our actions over the next 2-5 years and targets full implementation of the capabilities that Joint Net-Centric Operations establishes for the joint force.

To overcome key challenges and change paradigms, our messages must be coordinated with the joint community at large, focused or targeted to individual audiences, support overall U.S. government interests, and be credible. If we don't get this right, we will continue to acquire Information Technology and National Security Systems that are non-inter-operable, built to proprietary standards and do not meet the timely needs of warfighters.

Finally, we will use all media available to communicate with our key audiences. Our efforts will target venues where messages can inform the widest audiences. We must also engage senior leader, garner warfighter buy-in and target activities and processes used by Combatant Commanders, Services and key defense agencies.

"Our policy, plans, and recommendations must balance the requirements of today's fight with the need to transform our C4 capabilities to meet tomorrow's challenges,"
Peter Pace, General, United States Marine Corps
Chairman of the Joint Chiefs of Staff.

GOAL

The goal of this strategic communication plan is to create the knowledge base and mechanisms necessary for personnel to articulate the vision and messages of the Joint Community Warfighter (JCW) Chief Information Officer (CIO)/Director C4 Systems, The Joint Staff; provide the means for disseminating a unified strategy to better integrate and synchronize joint community transformation; and highlight key initiatives or actions necessary to move the Joint Community forward to delivering the Joint Net-Centric Operations vision.

The J-6 is the link between what the warfighters think their C4 requirements are and the creation of viable courses of action to deliver capabilities to the warfighters. The J-6 will: lead the joint community by conveying concise messages of, who we are, why we are relevant; lead others to a better understanding of the benefits of Joint Net-Centric Operations; and lead creation of an environment where the joint community is engaged in resolving warfighter issues, in line with the Chairman's Guidance, with a focus on rapidly and incrementally delivering capabilities to the warfighters in the near-term and long-term.

To realize the goals, detailed communications out-reach plans and messages must be developed for each initiative to ensure they are matched to the appropriate stakeholders and groups to garner their commitment to propelling the initiatives forward. Out-reach plans must identify the issue, the importance of the JNO vision, the desired effects, the associated risks, clearly state the overarching themes, provide the key message for stakeholders, deliver the concept and strategy articulating the messages to the appropriate audiences. Additionally, out-reach plans must demonstrate a clear linkage as to how the initiative is supporting the Chairman's actions and should articulate what actions or support J-6 needs from the stakeholders to achieve the desired results.

All communication out-reach plans and key messages developed as a result of this plan should improve the warfighters and joint community awareness and understanding of the Directorate's efforts to rapidly and incrementally deliver Joint Net-Centric capabilities.

Finally, we will have realized the goals when the joint community and key stakeholders recognize the J-6 efforts to help facilitate the vision.

> *An example of a Communications Out-Reach Plan is depicted in Annex A. Annex B shows a quick reference Matrix to help quickly assist in development of detailed plans. All communications out-reach plans will be approved by the DJ-6 or designated representative.*

OBJECTIVES TO MEASURE EFFECTIVENESS

The effectiveness of this plan hinges on our ability to build successful relationships with our partners and customers.

Key measures:

- Are key audiences receiving and understanding the J-6 vision, key priorities, and focus areas?
- Are key audiences able to clearly identify the J-6 priorities?
- Is the J-6 garnering meaningful feedback from key audiences on emerging issues?
- Are the key audiences supporting the J-6 role as the advocate for joint warfighter C4 issues in key forums?
- Are the key audiences expressing support via letters, articles, speeches, testimony, Op-Ed pieces, comments, participation in conferences and initiatives for J-6 led initiatives?
- Are C4 related issues being identified and resolved by the J-6 and joint community in C4 forums as opposed through other means?

The measures above are not all inclusive but form the basis for our initial assessment. Detailed effectiveness measures must be developed for each communications out-reach plan.

AUDIENCES

The key to effective communications is the timely delivery and understanding of information. To effectively deliver information, we must know the intended audience with whom we are to communicate. It is important to clearly understand who the key audiences, both internal and external, are for the J-6.

- **Internal**

  - Chairman of the Joint Chiefs of Staff (CJCS)
  - Vice Chairman of the Joint Chiefs of Staff (VCJCS)
  - Director, Joint Staff (DJS) and Vice Director, Joint Staff (VDJS)
  - Joint Staff Directors and Vice Directors (J-1 through J-8)
  - Special Staff and Advisors to the Chairman
  - J-6 Directorate Personnel

> *"The Director J-6 should establish productive relationships with the combatant commands and advocate joint solutions to meet their needs,"*
> *Peter Pace, General, United States Marine Corps*
> *Chairman of the Joint Chiefs of Staff.*

AUDIENCES (Con't)

- ## **External**

  - o Congressional Members and staff
  - o Office of the Secretary of Defense and Subordinate Secretary's and their staffs
  - o Federal Departments and Agencies (e.g. Department of State, Department of Homeland Security)
  - o Combatant Commander's and their staffs
  - o Defense Information Systems Agency
  - o National Security Agency
  - o Director, National Intelligence
  - o Services (Army, Air Force, Navy, Marines, and Coast Guard, including National Guard/Reserves)
  - o Other Department of Defense Agencies and Organizations
  - o International Treaty/Coalition Partners
  - o Industry (Government Partners)
  - o Non Governmental Organizations
  - o Academia
  - o Labs

KEY MESSAGES

This area identifies key messages the DJ-6 and subordinate staff members should highlight at every opportunity to both the internal and external audiences.

- ## **Specific Joint Staff Focus**

  Global War on Terrorism (GWOT). Success in this war depends on close cooperation among agencies in our government and the integration of all instruments of national power, as well as the combined efforts of the international community.

  Shaping the Battlefield. The J-6 is assisting the Chairman in "Shaping the Battlefield," by communicating with allied and coalition partners and ensuring an integrated approach to the C4 capabilities we bring to the fight.

  Supporting the Warfighter. The J-6 is committed to expediting the acquisition process to ensure the joint force is equipped to meet the ever growing demands of the information environment.

Joint Community Warfighter CIO (JCW CIO) Focus. As the JCW CIO, the J-6 is focused on net-centric issues critical to warfighter effectiveness. In the past few years, we have improved capabilities to the joint force through completion of action items in the Campaign plan; however, we still have a long road ahead to truly realize the net-centric vision. The joint community requires involvement from all organizations that have a vested interest in improving net-centric capabilities. We need your insights, help and support if we are to continue addressing critical issues facing the warfighter. The JCW CIO is responsible for the following areas: Joint IT Strategic Planning, IT Governance and Capital Planning and Investment Control, Net-Centric Data Strategy Implementation, Enterprise Architectural Development and IT Standards, Information Assurance and IA Workforce, Network Operations and Warfighter Mission Area-Portfolio Management.

- **Specific J-6 Focus Areas**

   Joint Net-Centric Operations (JNO). The Department must establish a common capabilities lexicon and taxonomy in order to more effectively and efficiently deliver integrated capabilities to the Joint Warfighter. JNO is one of 21 top-level groupings of like capabilities that will be used to establish a common framework across the Department's processes, offices, Services, commands and agencies that have a responsibility for capabilities validation, resourcing and acquisition. JNO includes core capabilities in the information transport, information assurance, enterprise services, network management, network applications and knowledge management areas. The JNO effort to-date has heavily relied on initiatives sponsored and overseen by the J-6 as part of the Net-Centric Operations Environment (NCOE) project. JNO is the natural extension of the NCOE project and a host of other net-centric initiatives pursued by the joint community over the last several years. The J-6 is committed to continued leadership in this effort.

   As we transition to a networked joint force and develop and field the core infrastructure of the Global Information Grid (GIG), it is paramount that we continually assess, review and refine our warfighting concepts, capabilities and acquisitions processes. The goal is to provide a unifying strategy to better integrate and synchronize net-centric efforts to deliver critical joint C4 capabilities to the Joint Force and its Components. We will do this by leveraging the Office Assistant Secretary of Defense, Networks and Information Integration (ASD/NII) and USSTRATCOM, and USJFCOM led command and control (C2) and JNO Capability Maturity Model Test Case.

   National Military Strategy for Cyberspace Operations (NMS-CO). The NMS-CO is the comprehensive military strategy for DoD to assure U.S. superiority in cyberspace. It serves to begin integrating

cyberspace operations within the DoD's national defense role in the areas of military, intelligence, and business operations. The five elements of the strategy include the strategic context, threats and vulnerabilities, strategic considerations, military strategic framework and implementation and assessment. The NMS-CO highlights that Cyberspace is complex, contested and a domain where DoD must be prepared to fight. Finally, the NMS-CO is central to DOD's effort to engage with partners—allies, coalition, U.S. government, industry and academia—to assure common interests in cyberspace.

Information Sharing (IS). The need to share information has been identified by seven of the nine combatant commanders in their integrated priority lists. The warfighter requires the ability to: share, collaborate, and synchronize information with mission partners; interoperate with and leverage mission partners; extend sharing capabilities to mission partners; and provide exportable and affordable capabilities to less capable mission partners. These capability requirements are articulated in the draft Multi-National Information Sharing (MNIS) Initial Capabilities Document (ICD) which defines mission partners as agencies, non governmental organizations, first responders, and private volunteer organizations in multinational environments as well as within the US. The MNIS ICD further articulates the following overarching capability gaps: inability to share information rapidly, dynamically establish communities of interest (COI) and manage a single environment enabling the sharing of information. Unlike today, future information sharing efforts need to be based on individual mission requirements and role based access. To support future joint, combined and interagency operations worldwide, a strong information sharing foundation is required to provide clear policy, comprehensive data strategy, common enterprise solutions, robust infrastructure, and institutionalized information assurance capabilities to facilitate timely exchange of information across multiple network boundaries. We must facilitate better information sharing while simultaneously protecting the information, via multi-level security without placing barriers which limit warfighter execution and access to the data via cross-domain solutions. The net-centric solution for sharing C2 information with mission partners can be achieved with a set of applications and services residing within NCES and NECC that rest upon a DISN based network enabled with GIG IA capabilities. Applications within the NCES and NECC capability suites will interact across domain/enclave boundaries and ensure secure information release through role based identity management. We are taking several broad actions to address Information Sharing:

- Establish a DOD and interagency information sharing environment that includes common standards, architecture and culture.

- Refine KM capabilities required across the DOTMLPF spectrum and publish results in appropriate doctrine, policy, or concept document.

- Accelerate the development of Cross Domain Solutions to move information across security classification and national boundaries by consolidating program efforts and refining certification and accreditation processes.

- Improve MNIS capability by sustaining current operational systems, transitioning to an enterprise architecture and supporting the development of objective information sharing capability.

Information Assurance (IA). As we transform the information age Joint Force, the linchpin of modern warfighting is the robustly networked force, able to share information and possess a common understanding of the battlespace. Protection of the network is therefore imperative. However, as we protect the network we must not become too restricted and implement solutions which limit warfighters ability to timely access information. As such, we have undertaken several broad actions to address information assurance:

- Develop strategies and standardize guidance to strengthen and synchronize DOD efforts to protect our data.

- Establish computer network defense capabilities that support protecting, monitoring, detecting, analyzing and responding to unauthorized access.

- Develop a professional CND workforce through improved training, doctrine, TTPs and exercises.

- Define new encryption and data technologies and procedures to enhance data integrity.

- Establish methods to periodically assess vulnerabilities of the network.

- Develop acquisition strategies that acquire systems from reliable sources with security measures built-in.

- Assess and improve procedures and processes required to maintain shared situational awareness and monitor the performance, operational status and security.

"We must stop building walls and digging moats as our primary means of protecting the network,"
VADM Nancy Brown, United States Navy, Director C4 Systems, The Joint Staff

Network Operations (NetOps). When successfully executed, NetOps results in assured and timely net-centric services across strategic, operational and tactical boundaries in support of DoD's full spectrum of war fighting, intelligence and business missions. The Global Information Grid (GIG) NetOps CONOPS, developed by the Joint Task Force for Global Network Operations, provides the construct under which USSTRATCOM will direct operation and defense of the GIG, delivering assured system and network availability, assured information protection, and assured information delivery. The Joint Staff supports the GIG NetOps CONOPS and its continuing evolution to meet operational requirements. There is a need for further clarity in the relationship between the Services and Combatant Commands during various levels of operations. In addition, a less ambiguous command and control structure should provide for global standardization and effective interdependence throughout the GIG while granting the regional combatant commanders the necessary authority to influence cyberspace operations within their areas of responsibility to meet theater specific objectives.

Satellite and Terminal Programs. The Joint Forces have come to rely on satellite communications (SATCOM) and related terminal programs to provide beyond-line-of-sight (BLOS) and reach-back communications capabilities. As DoD develops more bandwidth-intensive systems, deploys to austere locations connecting more users to the GIG and attempts to recapitalize our aging military SATCOM (MILSATCOM) constellations, the warfighter requirements for SATCOM resources continue to grow. Given the budget environment for the foreseeable future, it is highly unlikely MILSATCOM will be capable of meeting all the warfigther SATCOM requirements. The J-6 will continue to be the advocate for warfighter requirements as DoD pursues satellite programs that deliver increased capabilities, migrates towards the network-centric environment and synchronizes the fielding of satellite and terminal programs in order to provide a usable capability. The J-6 will also seek alternative approaches to meet the growing needs by leveraging commercial SATCOM, pursuing more efficient means to utilize existing capabilities and exploring other concepts that might augment SATCOM capabilities, such as high altitude, long loiter systems. Upon successful acquisition and implementation, the warfighter will have the right SATCOM-like capabilities where and when they need them.

Transformational Satellite Communications System (TSAT) is the cornerstone of our efforts to transform the force. TSAT is essential to ensure that high data rate information such as real-time data from Intelligence, Surveillance, and Reconnaissance platforms is available to the warfighter engaged in combat. The TSAT fills a critical capability gap in our strategic networks and is an enabler to the Army/Marine "Comm-

On-The Move" capability, Internet-like communications connectivity down to the individual small combat unit essential for command and control of joint networked ground forces.

Joint Interoperability and Supportability. Interoperability and Supportability (I&S) will be achieved only through the cumulative effect of many separate actions performed by the Combatant Commands, Services and Agencies. The Department continues to move towards fielding network-ready information technology (IT) and national security systems (NSS) to the Warfighter. The I&S certification enforced via the Joint Capabilities Integration and Development Systems (JCIDS) process detailed in CJCSI 3170 and CJCSI 6216 is the means to achieve this goal. Sound systems engineering based on I&S elements including the Net-Ready Key Performance Parameter, Integrated Architectures, Key Interface Profiles, Information Assurance and spectrum supportability is critical to the entire process.

Joint Testing and Certification. Developing and fielding certified interoperable joint force capabilities require adequate, realistic test and evaluation in a joint operational context. To do this, the Department will provide enhanced testing capabilities and institutionalize the evaluation of joint system effectiveness as part of new capabilities-based processes. The J6 co-sponsors, with USJFCOM, the annual DoD Interoperability Communications Exercise (DICE) hosted by the Joint Interoperability Test Command (JITC). During this exercise a robust communication network architecture is designed, installed, operated, and maintained to conduct joint interoperability assessments and certification testing of current and emerging communications systems. The J6 supports the Strategic Planning Guidance directed and DOT&E developed, *Testing in a Joint Environment Roadmap*," to include development and implementation of the Joint Mission Environment Test Capability (JMETC). The J6 advocates for a synchronized joint testing, evaluation and certification effort across the DoD, to ensure the best use of limited resources in OSD, the Joint Staff, the Combatant Commands, Services, and Agencies.

Warfighter Mission Area Information Technology Portfolio Management (WMA IT PfM). The WMA IT PfM objective is to manage WMA IT portfolio investment analysis in order to provide prioritization and integration recommendations to the capabilities, acquisition and budget process decision-makers. WMA IT PfM will enable effective fielding, implementation and sustainment of IT investments to satisfy Joint Requirements Oversight Committee (JROC) validated capability requirements (IAW the Joint Capability Areas) to enable successful mission outcomes. The portfolio management process (binning, criteria development, analyze, select, control and evaluate) entail analysis of all warfighting legacy and developing IT investments to make

recommendations to initiate, continue, modify or terminate investments; to promote investment standardization and to promote economies of scale.

Warfighting Mission Area (WMA) Net Centric Data Strategy Implementation. WMA Domains provide governance of affiliated Communities of Interest (COIs). WMA COIs develop shared vocabularies and promote net-centric operations by making their data visible, accessible, understandable, trusted, interoperable and responsive to authorized users throughout the enterprise.

Needed Long-Term Improvements to Spectrum Access and Management. The electromagnetic spectrum is a valuable commodity and critical resource in high demand. The strength of our military to successfully conduct operations worldwide is partially dependent on our ability to access, manage, and exploit the electromagnetic spectrum in a timely manner. In reality, the electromagnetic spectrum is a finite natural resource controlled by individual sovereign nations who are faced with an ever increasing demand for spectrum access for private and commercial use. Because of this increased demand for spectrum our military faces intense completion from commercial users for available spectrum as well as a loss through reallocation by individual nations of that spectrum previously designated for military use. Therefore, a keen awareness of the importance of the electromagnetic spectrum as a Warfighting enabler as well as careful planning for, and management of, electromagnetic spectrum access is vital to support our current and future military operations. Our specific goals are to resolve some of the key challenges related to spectrum access:

- Instill the requirement for spectrum consideration (spectrum supportability) early in the acquisition process to ensure delivered spectrum-dependent equipment can operate at its full capacity without imposed regulatory, technical, or conflict limitations.

- Develop a standardized electromagnetic spectrum management capability (Tool Suite) to allow real-time planning, engineering management, reallocation, and deconfliction of the electromagnetic spectrum supporting net-centric operations and full interoperability with our national regulator, Allies, and Coalition partners

- Establish and maintain a cadre of trained professional electromagnetic spectrum management personnel (military and civilian) capable of meeting the demands across the continuum of operations including joint and coalition operations.

One specific near-term Spectrum Management Requirement - Counter Improvised Explosive Devices (IED) Defeat efforts. The need for effective real-time spectrum information and management has been highlighted in the CENTCOM AOR as thousands of jammers have been employed to counter the threat of roadside Radio Controlled IEDs (RCIED).

- Develop both technology solutions and procedural/ planning/TTP solutions to maintaining effective spectrum management while jamming enemy systems.

- Assist in the development and implementation of the emerging USG electronic countermeasures policy that establishes technical characteristics for joint counter radio controlled IED electronic warfare (JCREW).

- Expand information sharing programs and capabilities to ensure coalition and inter-agency spectrum users have interoperable and compatible equipment and will not create reduced effectiveness and unnecessary risk to personnel in countering the RCIED threat.

New Triad. Composed of non-nuclear weapons, active and passive defense mechanisms and a responsive defense infrastructure, the New Triad is bound together by enhanced command and control (C2) and intelligence systems. Intelligence on adversary capabilities and intentions permits timely command and control decisions and enables adjustment of the force, improving the precision with which it can strike our adversaries and defend national interests.

## COMMUNICATIONS TOOLS AND ACTIVITIES

For FY 2007:

- Publish and maintain the *Joint Net-Centric Operations Campaign Plan* in hard and soft copy and develop a quad-fold handout for distribution at every opportunity.
- Divisions develop out-reach plans for each major J-6 initiative
- Create J-6 quick reference guide that places key J-6 message within reach of all audiences.
- Identify key conferences, meetings, and venues where the J-6 messages should be presented.
- Develop briefing notes for all J-6 presentations structured for the targeted audience.
- Identify news/media venues where the J-6 message can be promulgated

- Re-Design and update the J-6 Web-site to highlight the J-6 message and key initiatives.
- Maintain the Joint Net-Centric Operations Campaign Plan and online actions in ANNEX A to ensure all actions items are current and valuable to the greater joint C4 community.
- Continue to develop the J-6 Web-portal as a repository for key messages, briefings, real-time access to the JNO Campaign Plan and status of J-6 actions and objectives.
- Develop a plan/schedule for developing and publishing key themes, articles in community journals, publications, and periodicals.
- Draft articles/white papers and other material tied to influencing and setting the stage on critical C4 issues for upcoming major events (i.e, Program Objective Memorandum (POM) Build, Congressional Hearings, QDR, etc...) Use the following Planning, Programming, Budgeting and Execution (PPBE) system timeline to determine what messages need to be developed and introduced.
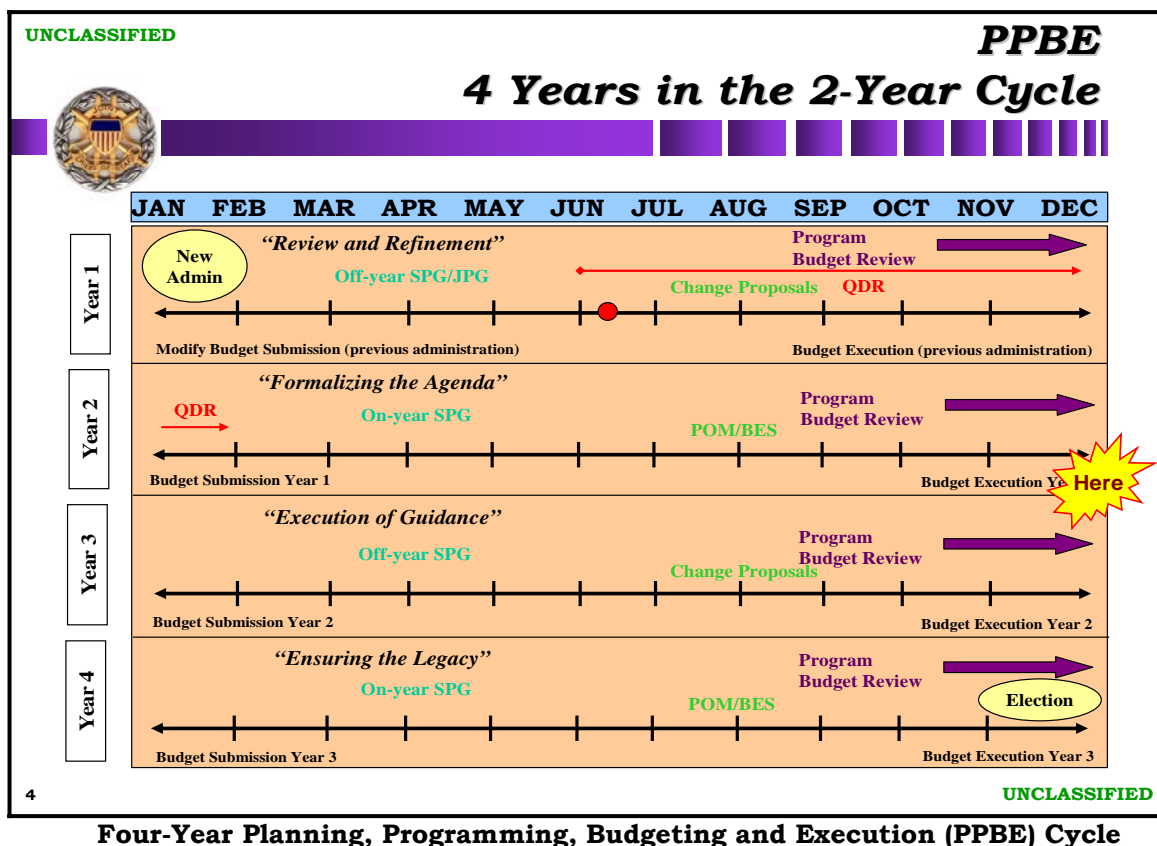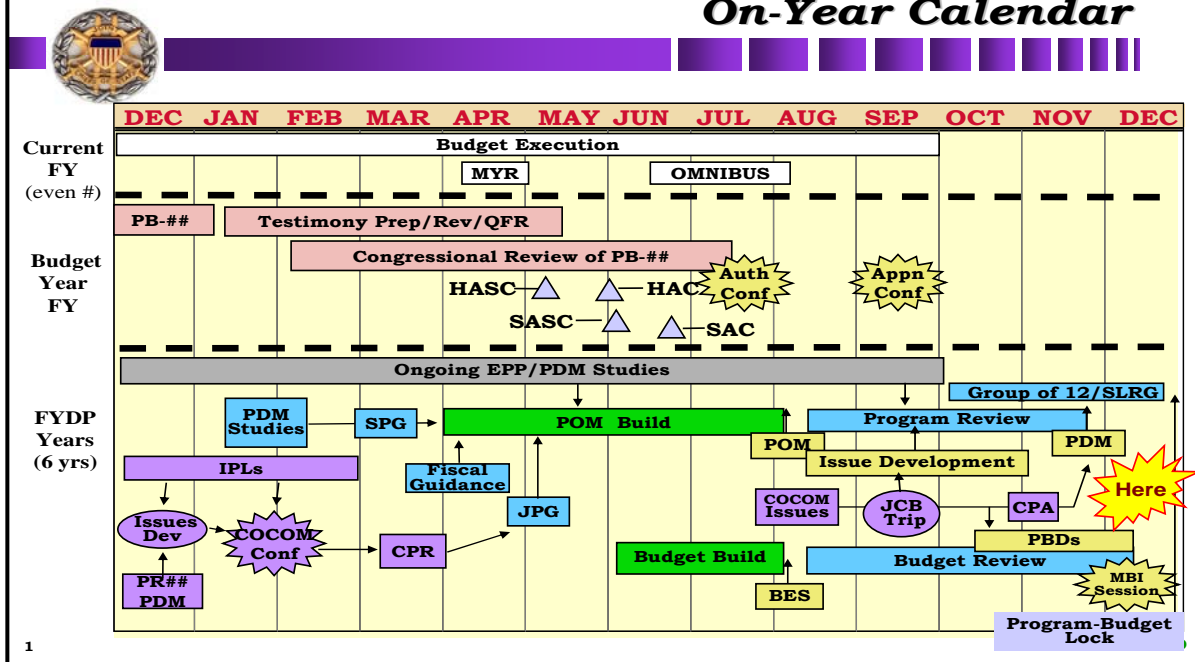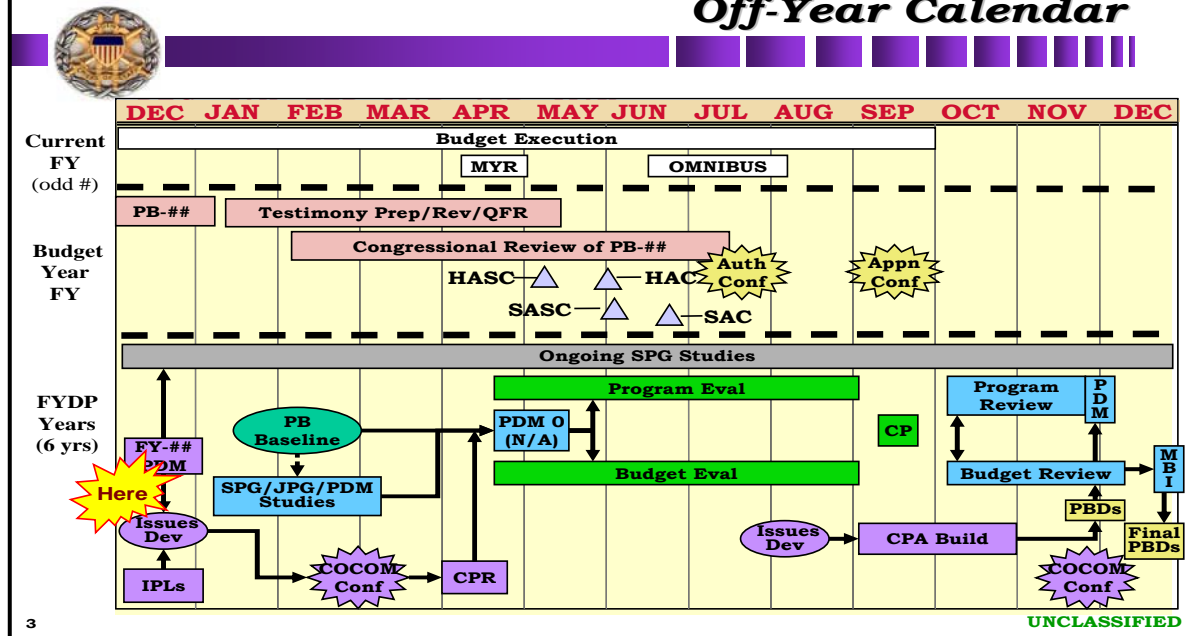

Four-Year Planning, Programming, Budgeting and Execution (PPBE) Cycle

On-Year Planning, Programming, Budgeting and Execution (PPBE) Timeline

Off-Year Planning, Programming, Budgeting and Execution (PPBE) Timeline

ANNEX A: SAMPLE COMMUNICATIONS OUT-REACH PLAN
Note: The plan is a copy of an actual plan created by the US Army.

COMMUNICATIONS OUT-REACH PLAN	$1K Referral Bonus"

Issue

Congress has authorized a $1K referral bonus to encourage members of the Army to refer other persons for enlistment in the Army. The Army needs to communicate to all Soldiers so that there is a measurable increase in recruits.

Background & Information Environment

- While recruiting figures were strong the last several months of FY 2005, overall recruiting since the Global War on Terror began has been a challenge.

- SecArmy has the temporary authority (under Sec. 645 of the National Defense Authorization Act) to pay a bonus to a member of the Army, whether in the regular component or in the Army National Guard or Army Reserve, who refers to an Army recruiter a person who has not previously served in an Armed Force. And who, after such referral, enlists in the regular component of the Army or in the Army National Guard or Army Reserve, and successfully completes basic training and advanced individual training.

- Referrals under this program will be made via the Sergeant Major of the Army Recruiting Team (SMART) referral process.

Essential Element of Friendly Information (EEFI)

N/A

Commander's Critical Information Requirements (CCIR)

POTUS signed the FY06 NDAA on 6 Jan 2006 and the Army is now implementing.
Note: This area will be called the Director's Critical Information Requirements (DCIR) in J-6 plans.

Desired Effects

Soldiers refer friends and acquaintances. The Army attracts quality Soldiers Leverages the positive feeling that currently serving Soldiers have toward the Army and the country by encouraging them to share those feelings with others outside the military and in their communities.

Risks

Depending on the outcome of a similar program in the Army National Guard, if the bonus amount is different, there could be the perception of inequity in joining the Army and its components vice the National Guard (which has a $2K program).

Overarching Theme

The Army is offering valuable incentives to attract and retain quality Soldiers, enabling Americans to answer the call to duty.

Key Messages

- Every Soldier is a scout for the Army team
- Refer quality recruits and get a $ IK bonus
- The Army is taking proactive steps to attract the best troops
- Congress supports the Army's efforts to recruit the highest quality troops
- Enlistment and re-enlistment rates continue to show that Americans want to answer the call to duty

Communications Concept and Strategy

Seek an opportunity for broad audience reach by the SecArmy.

Publicize the first to get the referral bonus under this program; requires research, plans and preparations in advance.

Reach audiences who will advocate and participate.

Response to query (RTQ) Q's and A's are attached.

Audience

Audience	Information Focus	Source
Affected Soldiers	Referral of quality recruits can result in up to a $1K bonus	ARNEWS, ALARACT msg, SRTV, SecArmy news conf, , special note on LES's, Greentop (Army Times, Stars and Stripes)
The Army (Internal Audience)	Referral of quality recruits can result in up to a $1K bonus	ARNEWS, ALARACT msg, SRTV, SecArmy news conf, , special note on LES's, Greentop (military readership – emphasis on Military Times papers, Defense News, AP, The Hill, Stars and Stripes)
Army senior leaders (to include senior NCO's & civilians	Referral of quality recruits can result in up to a $1K bonus	AKO, SALP, SMA Note, CSA Sends
Congress	Program details and info beneficial to constituents	OCLL will brief appropriate Committee Staff as required on execution of the initiative.
Military analysts focused on personnel policy	Info on program to get professional analysis	ARNEWS, Greentop, telecon
Recruiters (as situational awareness)	Program information and guidance	USAREC / USAAC guidance
Retirees	Comfort level to show this is a great way for Soldiers to attract other Soldiers	Brief to Army Retiree Council leadership, weekly CSA notes (AKO) [PWCD]

Action Steps / Execution Timeline

(D-Day = Wed., 18 Jan 2006, SecArmy news conference)

D-12   - POTUS signs NDAA *[Done]*

D-9   - OCPA coordinates COMPLAN *[Done]*

D -8   - OSD releases December's positive recruiting and retention #s *[Done]*

D-5   -ALARACT message sent out [G-l] *[Done]*

D -1   - DAS is briefed on final COMPLAN
          - Media backgrounder (SME & PAO rep with select media) [G-l]
          - DMPM subject matter expert embargoed interview to SRTV (&/or Pentagon Channel) [SMC]
          - Embargoed ARNEWS story issued
          - Embargoed interview with widely circulated news media (e.g., USA Today) (T) [G-l]

D-Day   - SecArmy News Conference - Included in remarks will be mention of $ 1K referral bonus program
          - CSA Sends distributed
          - Issue News Release and ARNEWS story
          - (Post conference) Analyst telecon (Policy/Think Tank/Talking Heads/DMPM SME)

D-Day pm through D +6 -> Anticipated window of commercial reporting (AP, Army Times, etc.)

D +2   - ARNEWS story appears in Army Post newspapers

D+14   - Note appears on bottom of LES's

POCs / SME Resources:

      OCPA/OPD -xxxxxxxxxxx, 703-693-xxxx, xxxxxxxxxxxxxxxxxxxx@hqda.army.mil;
      SA/PAO - LTC xxxxxxxxx, 703-614-xxxx, xxxxxxxxx@hqda.army.mil
      CSA/PAO - LTC xxxxxxxxxxxx, 703-693-xxxx, xxxxxxxx@hqda.army.mil
      OCPA - COL xxxxxxxxxxxxx, 703-697-xxxx, xxxxxxxxxxxx@hqda.army.mil
      OCPA/SPD - LTC xxxxxxxxxxxx, 703-697-0050xxxx, xxxxxxxxx@hqda.army.mil;
      OCPA/AOD - LTC xxxxxxxxxxxx, 703-692-xxxx, xxxxxxxxxxxx@hqda.army.mil
      OCPA/MRD - LTC xxxxxxxxxx, 703-697-xxxx, xxxxxxx@hqda.army.mil;

Enclosures

RTQQ's&A's Greentop News
Release Draft ARNEWS article

Approval

Approved by BG xxxxxxxxx, Chief of Public Affairs, xx Month 2006

Key Message	Communications Channel	Communications Medium (Info to be released)	Targeted Audience	Means to Measure Success	Priority of Message
XYZ	Website	- C4 Policies -			
	Portal	- C4 COIs -			
	Presentations	- PPT on Campaign Plan			
	Broadcast Emails				
	Speaking Engagements	- AFCEA - Specific Industry forums Speeches - COCOMS Presentations -			
	Internal Memos	-			
	Emails to Targeted Audiences	- Thinkpieces - Whitepapers -			
	Memos				
	Brochures				
	Articles	- Signal Mag - Armed Forces Journal - JFQ - Service Periodicals - C4ISR Mag - Periodicals of "Key" corporate partners (Microsoft, et al)			

SAMPLE: Key Communications Matrix

Point of Contact:

J-6 Director's Action Group
DSN 671-0186 or 671-9885
703-571-0186 or 703-571-9885